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MEMORANDUM FOR:

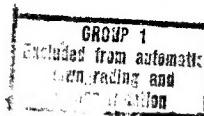
Director of Communications
 Director of Finance
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training

SUBJECT

: Maintaining High Quality Level of Personnel

Personnel 5
 FILE

1. Demands on the Central Intelligence Agency require an unusually high level of competence, integrity and dedication to the fulfillment of the Agency's mission. It has been the Agency's policy to recruit only selected individuals and to offer them those opportunities for formal and informal training, promotion, and such permissible benefits as we have been able to devise as will retain their expertise and dedication for the benefit of the Agency. It follows that the Agency must assure that its personnel maintain an acceptable level of competence and performance during their official careers. Accordingly, a careful review must be made to identify personnel who fail to maintain the acceptable levels of performance or competence.
2. The personnel evaluation program should serve to accurately record the individual's sustained performance over the years. This is an on-going program, involving our system of fitness reports, periodic competitive promotion reviews and overall reviews to determine the employee's suitability for conversion from Career-Provisional to Career-Employee status and, for professionals, selection for the Midcareer Executive Development Program and senior training. While it is important to identify those personnel who rank highest in performance, it is equally important for each Career Service to be able to identify those people who rank lowest in performance. This latter category of employee should be the subject of continual remedial action on the part of supervisory and command personnel at all levels. Remedial action may take the form of discussions with the individual to let him know where he stands, transfer to a more suitable position, further training, downgrading or separation actions.
3. Some of the Support Career Services already have standards and procedures for identifying less than effective employees. Each Career Service must necessarily make this determination concerning its career employees.

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Procedures for this purpose should be meaningful and valid and must be applied on a completely equitable basis. In those cases where existing mechanisms do not appear to be appropriate, special review panels may be created to assist in the determination of employee effectiveness. Any review should take into full consideration the individual's fitness reports, length of time in grade and any other properly documented information relating to suitability, effectiveness and potential.

4. It is requested that such reviews be initiated with a view to identifying by name those who do not measure up to the Career Service level of competence and performance. This review should include the reasons for such identification; how the employees have been informed of their deficiencies; and the remedial actions you have taken or propose to take. Finally, the official records of each such employee must be examined carefully to ensure that they reflect adequately the evaluation of his less than effective performance as well as the remedial actions you have taken. It is imperative that the records support any planned course of action.

5. I would like to discuss with you the results of your review the second week of December 1968.

cc: Chief, Support Services Staff

ILLEGIB

fcl R. L. Bannerman
Deputy Director
for Support

SA-DD/S:DBP:fav (20 Nov 68)

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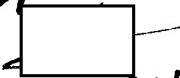
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MR. BANNERMAN

REGISTRY

Deadline for
oral reporting set
for 1st week Jan. 69

26 Nov.



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